

***Delaware Health Resources Board
Meadowwood Review Committee Meeting Minutes
Monday, April 22, 2019 10:00 AM
Delaware Technical Community College Terry Campus
Corporate Training Center Conference Rooms 400A and B
100 Campus Drive, Dover DE***

Review Committee Members Present: Theodore Becker and Dennis Klima

Staff Present: Latoya Wright

Call to Order and Welcome

The meeting of the Review Committee for Meadowwood was called to order at 10:02 a.m. It was stated that one of the other committee members, Yrene Waldron was unable to make the meeting today due to being out sick.

Review of Meadowwood 20 bed expansion Application

It was stated that in January 2019, Meadowwood submitted a Certificate of Public Review (CPR) application to expand their current facility by 20 beds. The public notice was sent out on February 22, 2019. The estimated capital expenditure is \$5 million. There was a public hearing requested on the application. This application will have a 120-day review period. The deadline to review the application will be in June. It stated that the Review Committee will refrain from voting on the seven criteria in the application until after the public hearing. There will be a second review committee meeting scheduled after the public hearing.

Project Summary and Background Information

MeadowWood Behavioral Health System ("MeadowWood") is applying for a Certificate of Public Review to add 20 new licensed inpatient psychiatric beds to its currently 100-licensed bed New Castle facility. These beds would be added in an area of the hospital serving adolescent, co-occurring and adult psychiatric patients and space currently used for administrative purposes will be built out for the additional beds. MeadowWood believes that this "flex" expansion will enable it to lower deflection rates. MeadowWood's minor 7 bed expansion, Dover Behavioral Health 16 bed addition and the addition of SUN Behavioral Health downstate has not met all the needs as evidenced by deflections. Additionally, this moderate expansion continues to address the 2016 Delaware Behavioral & Mental Health Task Force Report. Specifically, the Task Force recognized that "increased inpatient mental health admissions and the resulting demand for inpatient beds has strained the current system and resulted in increased ER boarding, increased deflection rates and wait lists."

MeadowWood is a wholly-owned subsidiary of Acadia Healthcare Company, Inc. ("Acadia"). Acadia has a network of 576 behavioral health and addiction facilities, with approximately 17,300 beds in 39 states, the United Kingdom and Puerto Rico. Acadia provides services to patients in a variety of settings, including inpatient psychiatric hospitals, residential treatment

centers, outpatient clinics, and therapeutic school-based programs. Acadia's client mission is to create behavioral health centers where people receive individualized quality care in a supporting, caring environment. Acadia also strives to develop partnerships with physicians, professionals, and payers within the communities it serves through the delivery of high-quality patient-centered behavioral health services at affordable costs.

The current 100-bed facility is located on 10-private acres and offers a safe and comfortable treatment environment. We believe that each patient's care must be coordinated with health care providers, family members, and other community supports. Our physician-led team provides an individualized treatment plan for each patient, designed to focus on their current difficulties. The proposed expansion to renovate MeadowWood will afford greater flexibility in meeting the changing daily needs of the community. This 20-bed renovation and re-appropriation would allow the provision of needed treatment for individuals in opioid addiction and psychiatric crisis without tying up emergency department resources. Moreover, individuals could receive these essential services without deflection due to capacity and design restraints with safe, effective, and planned service delivery during times of fluctuating volume and demographics. Correspondingly, treatment outcomes would improve dramatically by decreasing the length of time that individuals must wait before beginning treatment.

This proposed expansion will have an immediate and positive impact on the existing health care delivery system not only in Delaware but in the surrounding states as well. Additionally, providing the freedom of choice for a healthcare provider, a critical value held by all, increases patient satisfaction and patient outcomes and reduces the likelihood of not receiving essential services at all due to dissatisfaction with lack of choice due to capacity constraints.

MeadowWood Staff

MeadowWood maintains a diverse, qualified professional staff that is highly trained and educated in various aspects of medical and behavioral health. The team operates cooperatively to provide a multi-disciplinary approach, utilizing evidence-based practices as a guide to assessing, treating, and caring for all individuals receiving care at MeadowWood Hospital.

MeadowWood's medical staff includes psychiatrists who are Board Certified in Psychiatry and Addiction treatment, and a team of nursing staff that provides for Registered Nurses, Licensed Practical Nurses, and Certified Nursing Assistants. Additional support staff is in place and have specific and pertinent experience, education, and expertise in providing mental health and addiction treatment.

MeadowWood has the following programs and services:

- Assessment and Referral Center
- Adult Psychiatric Inpatient Program
- Co-Occurring Inpatient Program
- Senior Behavioral Health Program
- Adolescent Inpatient Psychiatric Program
- Partial Hospitalization Program

The Review Committee reviewed the CPR application and the responses to the following seven criteria.

Conformity of Project with Review Criteria

Criterion I: The relationship of the proposal to the Health Resources Management Plan.

The application notes, the proposed expansion conforms to Delaware's HRMP. In addition to the above discussion, the proposed limited, "flex" expansion of MeadowWood Hospital aligns with the HRMP's "Triple Aim" framework whereby all Delawareans receive an improved care, improved patient experience and reduction of healthcare costs by:

- Increasing community access to psychiatric inpatient services by MeadowWood Hospital being able to "flex" beds across three patient populations
- Addressing the critical needs of the community through facilitating increased resources that address the opioid crisis
- Increasing patient satisfaction as well as affording staff more ability to focus on the individual's treatment as opposed to bedding concerns/control, (i.e., movement between units)
- Increasing the physical number of beds available to individuals in crisis during times when multiple facilities are at capacity
- Reducing the length of times for individuals in crisis awaiting emergency psychiatric treatment
- Reducing the length of time that medical resources are tied up in emergency departments while awaiting the appropriate placement of psychiatric patients
- Increasing the ability of MeadowWood to provide necessary emergency treatment to individuals experiencing a crisis

MeadowWood provides services to any individual regardless of their ability to pay by giving a free and confidential assessment to determine a level of care recommendation followed by inpatient care if deemed appropriate. For each potential patient, MeadowWood performs the following activities:

- Complete needs assessment to determine the level of care recommendations
- For individuals admitted to an inpatient unit, a comprehensive Biopsychosocial Evaluation is presented to assist in further understanding the current needs and issues of the individual as well as the development of a Treatment Plan Initiate a plan for psychiatric stabilization
- Provide a safe and treatment environment
- Identify, collaborate and coordinate care with, and plan with community providers, family members, and significant others (when appropriate permission is obtained)
- Plan and conduct discharge planning with the individual receiving services, family members/significant others, community provider(s), and payers sources

MeadowWood has a signed participation agreement with the Delaware Health Information Network ("DHIN") and submits service records and accesses data and information from DIHN for care coordination purposes. The overall health and well-being of the members of the communities served, as well as safety and security, will be improved due to the increased number of individuals experiencing a psychiatric emergency who will be able to receive care as a result of this expansion.

The following question was sent to MeadowWood:

- The application states that Meadowwood will be utilizing current administrative space for the expansion, where will the administration go during the expansion?

Criterion II: The need of the population for the proposed project

The application states, the 2016 Delaware Behavioral & Mental Health Task Force Report's recommendations recognize the need for additional psychiatric beds in Delaware. The completion of SUN Behavioral Health in Sussex County did not alleviate the local shortage in MeadowWood Hospital's densely populated immediate area as evidenced by capacity at UHS Rockford Center and MeadowWood deflection rates. The application provided a projection for an additional 20 beds. This proposal is specifically to add only 20 licensed beds. The addition of these beds will afford MeadowWood the ability to further creatively flex the design of the facility and adjust for imbalances in the changing demands of the referral sources and community. With these 20 beds, MeadowWood will be able to "swing" three different units - adolescent, co-occurring and adult psychiatric, and thus better accommodate these different populations directly and all of its patients indirectly.

MeadowWood had over 1,000 deflections related to census capacity during the 2016 and 1,046 deflections to date in 2017. Also, deflections are a difficult number to track as essential referral services do not continue to call once they know you do not have any beds. These capacity numbers were also reached without the use of traditional advertising media. MeadowWood states, The Delaware Opioid Metric Intelligence Project (DOMIP) provides community surveillance capabilities in Delaware to help reduce its prescription and illicit drug problems. DOMIP achieves this by integrating data- on overdose deaths and community resources. In 2017, DOMIP reports that the New Castle County Overdose Death Rate (36.8) surpassed the State OD Death Rate (32.6).

The Review Committee discussed the need for pediatric and adolescent beds and if MeadowWood may possibly see a decline for a need in those particular beds. The following questions were sent to MeadowWood:

- What determined Meadowwood's decision for a 20-bed expansion and not another number of beds?
- Is the need for pediatric beds and adolescent beds declining?
- Please provide your patient mix for the current 100 beds.

Staff will reach out to Sun Behavioral Health and ask for their occupancy rate for their hospital.

Criterion III: The availability of less costly and/or more effective alternatives to the proposal, including alternatives involving the use of resources located outside the state of Delaware.

There are other providers of psychiatric services in Delaware that could serve MeadowWood's patient population, including The Rockford Center and the Dover Behavioral Center. However, based upon deflection rates within Delaware and the surrounding region, it is uncertain if these services are readily accessible at the time of patient need. Deflections lead to intake delays and patients being forced to seek assistance in emergency departments. The latter is significantly more costly and more importantly, counter-therapeutic.

Criterion IV: The relationship of the proposal to the existing health care delivery system.

MeadowWood is a wholly-owned subsidiary of Acadia, a leading provider of psychiatric and addiction services in the United States for over 12 years. MeadowWood has established and maintained excellent relationships and partnerships with many community agencies, organizations, and hospitals, including but not limited to:

- Division of Substance Abuse and Mental Health
- The Division of Long-Term Care
- Adult Protective Service
- The Division of Developmental Disabilities (DDS)
- Christiana Health Care System
- Saint Francis Hospital
- Union Hospital
- Beebe Hospital
- Crozer Chester Medical Center
- Newark Recovery Response Center

MeadowWood has established referral arrangements with other providers to ensure appropriate continuity of care, accessibility, and related quality enhancing consideration. When MeadowWood hospital is at capacity, or if a specific treatment impasse arises, the following facilities are contacted to facilitate the treatment of the individual experiencing the need's access to services:

- Christiana Care Health System (Only accepts Voluntary Patients)
- Delaware Psychiatric Center (at capacity)
- Dover Behavioral Health System (at capacity)
- Rockford Center (at capacity)

Depending on the circumstances, either the facility is contacted directly, or the assistance of the Delaware Division of Substance Abuse and Mental Health's designated Mobile Crisis Intervention Service is utilized to secure a bed first at an in-state agency. If such a bed is not available immediately, then the referring individual/agency may be forced to maintain the individual until treatment may be initiated at an appropriate facility when a bed becomes available.

The following questions were sent to MeadowWood:

- Why wasn't Sun Behavioral Health listed as a facility to contact if Meadowwood is at capacity?
- Please provide more information on your residency program.

Criterion V: The immediate and long-term viability of the proposal in terms of the applicant's access to financial, management and other necessary resources.

MeadowWood is a wholly-owned subsidiary of Acadia, which has a network of 576 behavioral health and addiction facilities, with approximately 17,300 beds in 39 states, the United Kingdom and Puerto Rico. The proposed expansion cost of approximately \$5 million will be funded with cash on hand. The submitted financial proformas includes the financial data projections for the 20-bed inpatient expansion of MeadowWood. The information in the proformas is based on the current growth trend data for inpatient services, and it projects the revenues, operating expenses, and contribution margins for a period of 2 years.

Also, the following financial schedules have been submitted:

- Estimated Capital Expenditures
- Source of Financing
- Indicators of Financial Feasibility
- Debt Service Coverage - None
- Present Long-Term Debt

The following question was sent to MeadowWood:

- Is Acadia doing any other expansions? If so, please provide detail for those expansions?

Criterion VI: The anticipated effect of the proposal on the costs of and charges for health care.

The application for the proposed project includes the following projected costs during its first full year of operations:

Financial Impact (first full year of operations)

Estimated effect on annual expenses:	\$ 844,424
Estimated effect on annual revenue:	\$ 1,342,587
Estimated effect on individual charges:	\$ 0

Schedule 4 Statement of Revenues and Expenses provided revenues and expenses for the past two fiscal years and the next projected two years. There is not estimated effect on individual charges. It is believed that the proposed, limited, "flex" expansion will have a small, beneficial impact on the cost and charges of existing health services being provided within the health care system. Specifically, as deflections decrease, those patients will be provided services at MeadowWood, and not more expensive emergency room department services.

Criterion VII: The anticipated effect of the proposal on the quality of health care.

MeadowWood is certified by Medicare and Medicaid. The Joint Commission accredits MeadowWood for the Accreditation of Hospital Organizations (JCAHO).

Other Review Considerations

MeadowWood is a current Medicaid provider. Forty eight percent of their current patients are Medicaid. MeadowWood provides free and confidential assessments to any individual seeking or in need of such an evaluation, for the purposes of obtaining a level of care recommendation. This service is supported by various community members and organizations as well as by hospitals and other sources.

MeadowWood complies with the Emergency Medical Treatment and Active Labor Act (EMTALA), which has provisions for the treatment and stabilization of individuals who present for emergency treatment, regardless of insured status.

MeadowWood has and will continue to promote the highest quality continuum of care, including:

- Upon accessing services at MeadowWood, the referring agency is contacted within 24 hours of the individual's admission.
- Community providers are identified during the initial assessment process, and that provider is contacted to coordinate care. This may occur at various levels,
- (i.e., physician to physician, nurse to nurse, and therapist to therapist).
- Daily contact is maintained with the payer via the Utilization Management department staff.
- Before discharge from the hospital, aftercare arrangements and appointments are established with the appropriate outpatient provider(s).

All patients receive discharge instructions and a list of their medications with the dosages and times at discharge to further reinforce the patient's understanding as well as to promote continuity of care. Also, it will meet the requirements for the Americans with Disabilities Act.

Next Steps

Staff will send the follow up questions discussed in the meeting to MeadowWood. A public hearing and a second review committee meeting will be determined. The Review Committee and MeadowWood will be notified of those dates.

Adjourn

The meeting adjourned at 10:48 a.m.

Guests Attended

Marcus Trott	CPSU DHSS
Debbie Hamilton	HGP
Lizzie Lewis-Zubcrea	HGP
Felicia Risick	MeadowWood